

C-O-N-F-I-D-E-N-T-I-A-L

OTR

OFFICE OF TRAINING REGULATION NO. 1-2

18 April 1955

SUBJECT: Delegations of Responsibility Within OTR

RESCISSION: OTR Regulation No. 5-4, dated 2 September 1952

1. GENERAL

The new organizational structure of the Office of Training was made necessary by the increased scope and complexity of its activities. This reorganization has the following objectives:

- a. Reduce the number of individuals reporting directly to the Director of Training by consolidating all training activities into four Schools and combining all support and administrative activities, including those at the [redacted] into a Support Staff headed by the Executive Officer. The Chiefs of these five components represent a secondary level of command. The Chief, Assessment and Evaluation Staff, and the Chief, Plans and Policy Staff, also report directly to the DTR, although these Staffs have no command authority in their relations with other components of OTR. 25X1
- b. Reduce the volume of paper flowing to the DTR by delegating certain authority to the Chiefs of the seven major components and redelegating to lower supervisory levels wherever possible. This action will provide maximum benefits from the command structure referred to above. These delegations will not relieve the primary and secondary levels of command from responsibility for the actions and performance of their subordinate elements. It is simply a method of decentralizing responsibility, for simplifying the processing of routine activities, and for expediting actions.
- c. Ensure that command channels, now clearly defined, be used for all directives and required responses or actions. Only by a strict observance of this principle may supervisory personnel be alerted to the existence of a directive, exercise appropriate authority and perform any incidental coordination with other elements having an interest in the subject.
- d. Relieve the DTR from a volume of routine and recurring approvals and from demands on his time resulting from visits and telephone calls to his office by personnel below the secondary command level. More of his time needs to be free from routine operational details and made available for office level activities, particularly those

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affecting planning and follow-up, and for first-hand inspection of OTR activities. It is emphasized, however, that nothing in this regulation shall operate to deny any individual an interview with the DTR on any subject such individual may feel is of significant interest to either party and concerns a matter which cannot or should not be resolved at a lower level. In making appointments with the DTR and the DDTR, the subject of the interview should be stated.

2. DELEGATIONS OF AUTHORITY

a. Authorities fall into the following general categories:

- (1) Those which must be retained by the DTR.
- (2) Those which may be delegated only to the secondary level of command or to the Chiefs of AES and PPS and no further.
- (3) Those which may be redelegated to lower supervisory levels. Authorities in this category will be redelegated as far as is possible consistent with the functional responsibilities of the subordinate units.

b. It is neither expedient nor practical to relate delegations of authority to each specific activity, document, or operation existing within the organization of OTR. Development of such detail would not be feasible. Consequently, delegations are expressed in terms of general type of activity for which final authority is being delegated. A trial period will be required to accomplish a uniform application of such authority. During this period, the Chiefs of the major components will make use of lateral coordination channels, the interpretations of the Executive Officer, OTR, based on the general instructions of the DTR, and the regular staff meetings to accomplish the intent of this regulation.

c. Director of Training

The DTR retains final authority as to:

- (1) Matters concerning OTR policy, any violations, infringements or changes thereto, and all contacts with Chiefs of major Agency components and higher authority concerning such policy.
- (2) Instances involving criticism of OTR, or which might reflect against the Agency.

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- (3) Situations wherein an actual or potential threat to the security, safety or cover of OTR activities or personnel appears significant.
- (4) Major budgetary, organizational and staffing problems.
- (5) Actions tending to increase or decrease the scope of OTR activities.
- (6) Communications with Agency components or outside organizations concerning any of the above situations.
- (7) Instances of failure or unsatisfactory performance on the part of OTR components or personnel.
- (8) Issuance of OTR regulatory matter, and concurrence action on proposed Agency regulations involving matters affecting OTR activities.
- (9) Issuance of any directives to OTR components required to implement approved recommendations of the Assessment and Evaluation Staff or the Plans and Policy Staff.
- (10) Official travel by OTR personnel and OTR financed travel by other personnel to overseas destinations, or any domestic travel by such personnel in excess of 30 days duration, excluding domestic travel by bona fide students.
- (11) Final approval of assignment of new professional personnel (GS-7 and above) to the Office of Training.
- (12) Resolution of any routine matter on which the secondary command level has been unable to reach a decision.

d. Chiefs of Schools

Each School Chief is delegated all authority, not otherwise reserved by the DTR, in the processing and resolution of routine or recurring actions pertinent to the functional characteristics of his particular component, including, but not limited to, the following general situations:

- (1) Matters of internal administration of the component and its sub-elements under the direction of each Chief as reflected on the current organization chart of OTR and within the limitations of its approved functions, including personnel administration, compliance with applicable budgetary and strength controls, control of processing operations, compliance with performance standards, (etc.)

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- (2) Conduct of courses in accordance with approved schedules; assignment of instructors; arrangements for classroom, office space and training aids; satisfactory performance of the training mission in accordance with pre-determined standards; required coordination with other training and support elements to assure adequate and timely performance; obtaining and adapting substantive training materials; and the submission of reports and documents required by DTR relating to courses and students.
- (3) Planning and accomplishment of training projects and activities assigned to the School and those being performed in accordance with DTR approved plans, and within the limitations of pertinent authorities, regulations and controls.
- (4) Preparation of budget estimates and supporting documents and compliance with funds limitations and personnel strength controls imposed by the DTR.
- (5) Operation of coordination and liaison channels with other OTR elements and Agency components in connection with the foregoing.
- (6) Signing for the DTR all correspondence of a routine and/or recurring nature relating to the foregoing delegations. Staff meetings will provide opportunities for discussion of the types of correspondence directed to the Staff or Division level in DD/P or Office level in DD/I and DD/S, for which signing authority is delegated. All correspondence to higher echelons in the Agency will be signed by the DTR. No part of this authority may be redelegated to lower supervisory levels unless specifically approved by the DTR.

c. Chief, Support Staff

The Chief, Support Staff (Executive Officer), is delegated all authority, not otherwise reserved by the DTR, in the processing and resolution of routine or recurring actions pertinent to the functional characteristics of the Support Staff, including, but not limited to, the following general situations:

- (1) Matters of internal administration of the components of the Support Staff as reflected in the current organization chart of OTR and within the limitations of its approved functions, including personnel administration, compliance with applicable budgetary and strength controls, control of processing operations, compliance with performance standards, etc.

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- (2) Activities incidental to the routine administrative and support responsibilities of this Staff and in the performance of required liaison and coordination with other OTR elements and Agency components.
- (3) Preparation of budgets and supporting documents, as required, and compliance with funds limitations and personnel controls imposed by the DTR.
- (4) Coordination of those activities of the Staff for which other Agency components have primary responsibility.
- (5) Resolution (as OTR Executive Officer) of questions concerning the interpretation of this regulation and its application to specific situations in the other major elements of OTR. No part of this authority may be redelegated.
- (6) Signing for the DTR all correspondence or documents concerning routine or recurring matters within the scope of the Staff's responsibility, except that correspondence directed to the Staff or Division level in DD/P or Office level in DD/I or DD/S will be signed only in accordance with specific delegations from the DTR. All correspondence to higher echelons in the Agency will be signed by the DTR.
- (7) All authority delegated to the Chief, Support Staff, except that contained in Paragraph (5) above, may be redelegated to lower supervisory levels.

f. Chief, Assessment and Evaluation Staff

Chief, Plans and Policy Staff

The Chiefs of these Staffs are delegated all authority, not otherwise reserved by the DTR, in the processing and resolution of routine or recurring actions pertinent to the functional responsibilities assigned to each, including, but not limited to, the following general situations:

- (1) Matters pertaining to the internal administration of the Staff within the scope of its approved functional responsibilities, including personnel administration, compliance with applicable budgetary and strength controls, control of processing operations, compliance with performance standards, etc.

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- (2) Conduct of the routine activities of the Staff, accomplishment of projects assigned by the DTR and necessary liaison and coordination with other components of OTR and the Agency in the performance of such activities.
- (3) Signing for the DTR all correspondence of a routine or recurring nature relating to the foregoing delegations. Staff meetings will provide opportunities for discussion of the types of correspondence directed to the Staff or Division level in DD/P or Office level in DD/I and DD/S, for which signing authority is delegated. All correspondence to higher echelons in the Agency will be signed by the DTR. No part of this authority may be redelegated to lower supervisory levels unless specifically approved by the DTR.

3. COMMAND CHANNELS

All command responsibility is vested in the DTR insofar as the seven major components of OTR are concerned. No delegation of authority is made to the DDTR although the DTR may at times delegate authority in regard to specific matters. In general, however, the DDTR serves as an alternate to the DTR and assumes all authorities and responsibilities when the DTR is absent or unavailable. Relationships between the five secondary command components and between such components and the Assessment and Evaluation, and Plans and Policy Staffs, are on the basis of coordination and cooperation in matters of mutual interest. All correspondence and memoranda directed from higher echelons in OTR to lower levels for action must also pass through the established command channels, i.e., School Chief to Assistant Chief to Chief Instructor, or Staff Chief to Branch Chief to Section Chief. Only by strict compliance with this principle can the delegations of authority made herein be effective.

4. CORRESPONDENCE

- a. Implementation of this regulation will make it necessary, as soon as possible, to readjust the distribution of incoming correspondence so that, based on subject matter, distribution will be to the Chief of the component having primary interest. Such Chief will be responsible for determining whether or not the matter is of a routine nature, subject to his own action, or whether or not it is of a character and importance requiring action on the part of the DTR. In the latter instance, the appropriate individual will perform any indicated staff work, prepare a reply and forward the case to the DTR.

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- b. All correspondence initiated within OTR for signature by an individual other than the DTR and addressed to an Agency component outside of OTR will be signed under the command line "FOR THE DIRECTOR OF TRAINING," followed by the signature and title of the person authorized to sign. File copies of correspondence prepared at lower echelons for the signature of the DTR will be initialed by the person preparing the document and by the School or Staff Chief concerned.

5. WEEKLY ACTIVITIES REPORTS

The implementation of this regulation will tend to reduce personal contacts by the DTR with routine operations. Therefore, the Weekly Activities Reports and the bi-weekly Staff Meetings will assume added importance in keeping him informed on such matters. The Chief of each major component is responsible for ensuring that the Weekly Activities Reports and the Agenda for each Staff Meeting are adequate to keep the DTR informed of all significant actions and the important matters pending resolution.

6. EFFECTIVE DATE

The effective date of this regulation is 19 April 1955.



MATTHEW BAIRD  
Director of Training

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Distribution: School, Staff, Branch, and Section Chiefs/OTR  
Chiefs of Instruction/OTR

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**TABLE 1**

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